

# PATHWAYS TO INNOVATION



Join VSAE on Friday, **March 1, 2019** at the **Greater Richmond Convention Center** for **“Shifting from Informal to Intentional: Pathways to Innovation”** presented by Carol Hamilton. Recent research shows most associations have yet to establish intentional practices to cultivate innovation within their organization. Human-centered Design Thinking is a systematic approach to problem solving, focusing on empathy and iteration, to help create solutions that are grounded in the experience of stakeholders. This helps protect your organization from costly program development that you ultimately discover has no audience.

Carol’s lunch presentation will be **“What Organizations with Healthy Cultures Do Differently.”** The best laid plans, ambitious goals, and new initiatives will often flounder if they do not align with your organization’s culture. Learn what organizational culture is and explore different styles of organizational culture. Review what healthy organizations do differently to engage their employees.

Carol Hamilton is the principal of Grace Social Sector Consulting, LLC, based in the D.C. area. She helps associations become more strategic and innovative by providing organization development consulting, meeting design and facilitation, and training to address organizational challenges.

## LEARN MORE ABOUT THIS EVENT, ANNUAL CONFERENCE, AND ALL 2019 EVENTS WITH VSAE’S OFFICIAL MOBILE APP!



**Engagefully** by **Results Direct** is the official mobile app for **all** VSAE events, so you can know on the go!

View event details, review the schedule, search sessions, read about content leaders, create an itinerary, view registrants, and interact with other attendees. Session handouts will also be available through the app.

You can download the app for free from both the App Store and Google Play to any of your mobile devices and sync your event information and itineraries across devices.

### NEXT EVENT

## SEMINAR SERIES WITH LUNCH

Friday, March 1  
Greater Richmond  
Convention Center

CONTENT LEADER  
**Carol Hamilton**

#### SCHEDULE

Registration..... 8:00 a.m.

Seminar ..... 8:30–11:00 a.m.

### SHIFTING FROM INFORMAL TO INTENTIONAL: PATHWAYS TO INNOVATION

Reception..... 11:00–11:45 a.m.

Luncheon..... 11:45 a.m.–1:15 p.m.

### WHAT ORGANIZATIONS WITH HEALTHY CULTURES DO DIFFERENTLY

**Register at**  
[vsae.org/seminar-series](http://vsae.org/seminar-series)

### UPCOMING EVENTS

#### COMMUNITY SERVICE

February 19

Hanover Habitat for Humanity

#### SIG: SENIOR STAFF

March 8

Virginia Biotechnology Association

**See all events at**  
[vsae.org](http://vsae.org)



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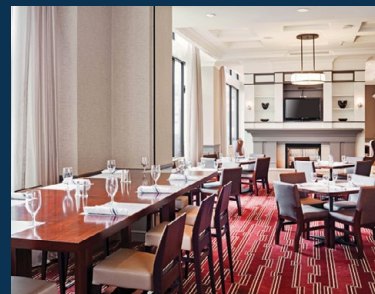
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The Tides Inn

## MEMBER SPOTLIGHT

**Katharine Garner, CMP**

Vice President of Communications and Education  
Virginia Association of Community Banks



### What are you working on that's new and different?

There's so much new technology around the meetings space, I'm hoping to integrate newness into some of our tried and true educational programs.

### What do you like most about your job?

I am honored to work for some of the very best people in the financial services industry. I love the opportunity to interact with our members and better understand how our association can meet their needs.

### What is your greatest challenge at work?

Time and resources. We are a small staff of three trying to keep up with all the regulatory changes, the education, and needs of our members, while also trying to stay ahead of the next trend and remain relevant in our members' eyes.

### What is the biggest issue facing you as an association executive?

Keeping our members engaged within the association and remaining relevant within the industry.

### Who have been mentors and/or role models in your life/career?

Our former Executive Director, with whom I had the honor to work for over 16 years, played a huge role in my professional development at VACB, and my mom, who was a rock star and made you feel nothing was impossible.

### What do you enjoy doing while away from work?

Cooking, walking, and enjoying time with family and friends.

### What's on your music playlist?

Classic rock and classical.

### What sports/teams do you root for?

I'm not a huge sports fan, but now with a child at JMU – Dukes all the way!

### What drew you to the association industry?

Helping people. I have always had a servant's heart and strive to make others' lives better.

### What advice would you give your younger self?

Give yourself the grace to make mistakes—learn from them and then move on.

### What's your favorite movie genre?

Romcoms—I'm a sucker for a happy ending.

### What three words best describe you?

Honest, loyal, and inquisitive.

### How do you recharge?

Diving into a great book or horseback riding.

### What character do you most admire in others?

Strength and fortitude—they are contagious.

### What are your favorite apps to use?

Pinterest, Yelp and Kindle—I never want to be without a book.



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# 2019 Call for Volunteers

Be involved and help shape our future by being a volunteer with VSAE. Volunteering is an excellent way to give back to your association community. VSAE's committees are instrumental in a variety of activities. They help plan the educational content for meetings, recruit new members, and market events like the Annual Conference and the Fall Conference. Volunteering is also a great way to network and meet other members with similar interests and build your resume to become a leader of the organization.

In the middle of February, VSAE will send out its 2019 Call for Volunteers email invitation. The email will include a link to a form. If you want to volunteer to serve on a committee, to be a New Member Mentor, or to be a Content Leader, respond to that message by completing the form. The Call for Volunteers closes on Thursday,

March 14, and members will be notified of any appointments by mid-April.

VSAE depends on volunteers to help guide the association throughout the year. Serve your association community by volunteering today.

The following committees will be seeking volunteers to begin May 1.

## ■ CAE

*Chair: Carter Lyons, CAE*

Promotes the Certified Association Executive (CAE) credential and plans study groups (CAE members only).

## ■ Community Service

*Chair: Rachael Van Liew*

*Vice Chair: Katharine Garner, CMP*

Organizes community service activities and fundraising activities to support charities suggested by the membership.

## ■ Conference Task Force

*Chair: Rachel Reim*

*Vice Chair: Michella Catalla, CMP*  
Promotes attendance, recruits sponsors, and assists staff with conference marketing (includes summer retreats and summits).

## ■ Education

*Chair: Anne Gardner, CAE, RCE*

*Vice Chair: Susan Park*

Develops educational content for VSAE events including speakers at Annual Conference, Fall Conference, and Monthly Seminars.

## ■ Government Affairs Task Force

*Chair: Kyle Shreve*

*Vice Chair: John Heard*

Monitors state legislative, executive, and regulatory actions that impact association management (Executive members only).

## ■ Membership

*Chair: Lisa Noon, CAE, RCE*

Promotes membership and assists with member retention. Welcomes new members.

## ■ Silent Auction Task Force

*Chair: Kurt Krause*

Promotes Silent Auction primarily through soliciting donations.

There are also other ways to volunteer:

## ■ New Member Mentor

Developed by the VSAE Membership Committee, this program facilitates the integration of new VSAE members into your association community. Mentors reach out to new members, provide a network link, and help them navigate VSAE.

## ■ Content Leader

Share your expertise or experiences in association management with members by presenting at a VSAE event or writing for the *Association Press* newsletter. For more information on speaking at a VSAE event, visit [vsae.org/opportunities-for-content-leaders](http://vsae.org/opportunities-for-content-leaders).



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**Questions? Call Rick Eisenman at (804) 249-2233 or write him at [rick@vsae.org](mailto:rick@vsae.org).**

# Leadership reflections



**Rick Eisenman**  
Executive Director

## Welcome to Sonnia

We are pleased to announce that **Sonnja Montemayor, CAE** has joined the team as an Account Executive at Eisenman & Associates. She will serve as



Deputy Executive Director for VSAE. Sonnia has over 15 years of association management experience, has a passion for associations, and believes in the value they provide to their members and to their industry. She has previously worked for the Texas Self Storage Association (TSSA), Texas Society of Association Executives (TSAE), and the National Automobile Dealers Association (NADA). Please welcome Sonnia when you see her at future VSAE events.

## Annual Conference

Registration is now open for the 2019 VSAE Annual Conference, as you can see by the enclosed brochure. This year it is hosted by **The Omni Homestead**, the venue of our best attended conference, in 2012. Let's beat that record this year—register by April 5 and take advantage of the early bird discount!

## Develop Your Leadership Skills

We are looking for candidates for Association Leadership Virginia (ALV), a one-year program focused on developing the next generation of association leaders. If you or a staff member has interest in developing leadership skills and career advancement in the association industry, then register for this one-of-a-kind program. Read more about the program on page 9 of this newsletter and visit [vsae.org/ALV](http://vsae.org/ALV).

## Give Back To Your Association

February is the month we look for volunteers to help give back to our association for the upcoming year. Please consider getting involved to help build the future of VSAE as well as your professional future. Read about VSAE volunteer opportunities on page 4 of this newsletter.

## REGISTER NOW FOR ANNUAL CONFERENCE

# PEOPLE, PROCESS & PERFORMANCE

ANNUAL CONFERENCE  
MAY 5-7, 2019 ▲ THE OMNI HOMESTEAD

Registration is now open for the 2019 VSAE Annual Conference, hosted by **The Omni Homestead**, May 5-7. A focus of people, process, and performance will be presented in four breakout session tracks—Data Management, Marketing, Leadership, and Networking. New this year is an additional session in each track—that's now a total of 12 breakout sessions to help you excel for your association and its members!

Arrive early and partake in one of the three pre-conference activities planned: take a three-mile hike on the Cascades Gorge, while learning about regional and unusual flora and fauna as well as the medicinal and edible properties of the many plants; try your hand at bow and arrow shooting; get your adreneline

pumping by racing your colleagues down the two 1,300 foot dueling ziplines on the Red Tail Racer course; or play a round of golf on the nationally ranked course, The Cascades. Each activity will give you a chance to unwind, have some fun, and meet fellow association leaders.

Everything you need to know about the Annual Conference is available through the official VSAE mobile app, **Engagefully**. Simply download Engagefully for free from the App Store or Google Play, launch, and search for Virginia Society of Association Executives. The app will have expanded session descriptions and bios for content leaders, as well as session handouts.

Read more in the enclosed registration brochure.

**REGISTER AT [VSAE.ORG/ANNUAL](http://vsae.org/ANNUAL)**



VSAE is now accepting donations for Annual Conference raffle prizes. If you would like to support VSAE by submitting an item for the raffle, visit [vsae.org/ACraffle](http://vsae.org/ACraffle).

## Tell Us Your Story.

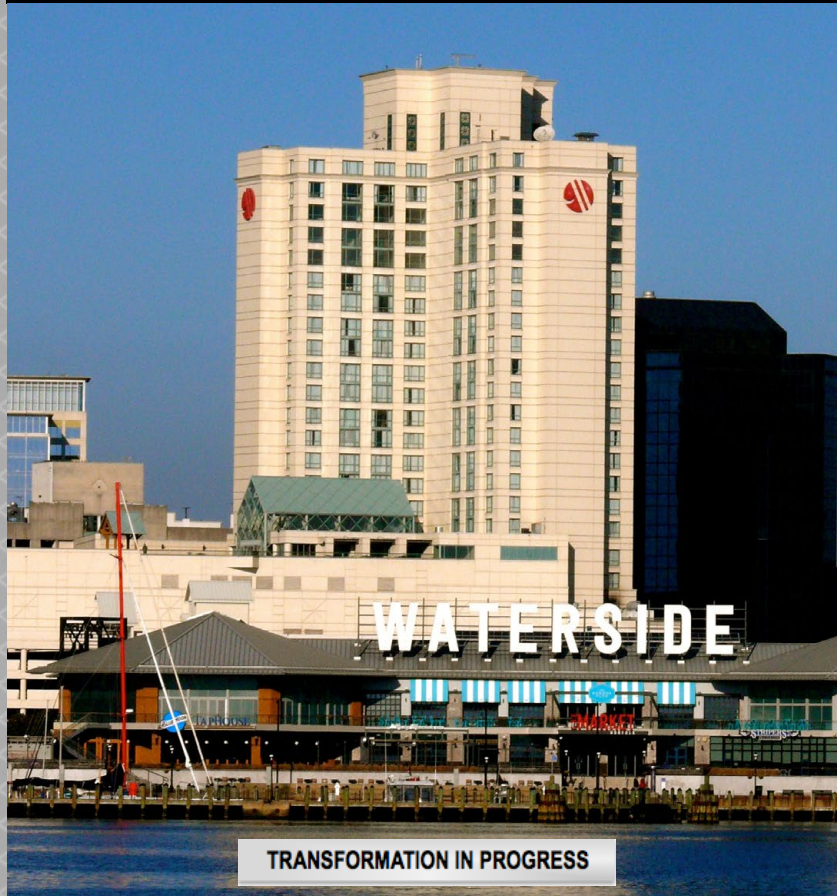


Back by popular demand, this year's Annual Conference will again feature IGNITE presentations from attendees. IGNITE presentations are fast-paced five minute presentations with 20 slides that auto-advance every 15 seconds. Topics range from the personal to the professional. ALL ATTENDEES are invited to submit their ideas to give an IGNITE presentation at this year's conference.

**Learn more at [vsae.org/ignite](http://vsae.org/ignite).**

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# Maximizing Volunteer Involvement

How can organizations make sure volunteer service is mutually productive and meaningful? An ASAE Foundation research effort is pinpointing where associations are capitalizing on volunteer engagement and where they have room to grow.

Association professionals recognize the vital connection between fulfilling volunteer experiences, continuous engagement, and member retention, according to an ongoing ASAE Foundation research study.

The engagement theme mirrors threads in the earlier ASAE studies *The Decision to Join* and *The Decision to Volunteer*, but importantly, this new study underscores the premium that association leaders place on drawing on the input and knowledge of their board, committees, and other member-volunteers to guide operational and strategic decision making. As one study participant noted, “The power of our members’ passion, creativity, and time is our greatest asset.”

Exploring how associations can and do nurture that strategic asset is a primary aim of the new study, *Achieving Mutually Beneficial Volunteer Relationships*, the first phase of which has recently concluded. In conjunction with Mariner Management and Whorton Marketing & Research, the ASAE Foundation is delving into what works in association volunteer programs and where staff want to engineer improvements.

## KEY FINDINGS

### **Communication is critical.**

On average, 30 percent of association staff count volunteer management as part of their job duties. Three quarters of associations said they employ practices that promote open

## Creating Communication

Synergy among staff and volunteer goals doesn’t just happen. Research shows a majority of associations employ these communication methods:

- ▶ Designate board liaisons for the majority of committees
- ▶ Form a systematic strategy to align volunteer work with the goals of the association
- ▶ Provide orientation programs for new volunteers
- ▶ Assign specific staff members to volunteer coordination efforts

exchange between staff and volunteers and that staff provide useful training for board and committee members. Creating avenues for volunteers to work directly with staff is a priority for organizations. “All members of the staff are empowered to encourage and help direct our volunteers and become known to them on a first-name basis,” said one respondent.

### **Volunteerism increases member engagement.**

Association leaders understand that their volunteers are at the head of the class when it comes to fully engaged membership. Respondents reported that 30 percent of their members are serving or have served in a volunteer capacity. And 73 percent of those surveyed agreed that volunteering leads to a significant difference in long-term membership retention.

### **Volunteer structures need flexibility.**

Respondents indicated that they reassess committee structure on an ongoing basis. Seventy-three reported having systematically reviewed their committee structure, and 79 percent had recently added, removed, or

# 73%

**Percentage of respondents who agree that volunteering leads to a significant difference in long-term membership retention**

changed a committee’s mission. By remaining flexible, associations can configure effective avenues for members to participate.

### **Placing volunteers presents challenges.**

Organizations wrestle both to find spots for willing volunteers and to fill open positions with qualified candidates. Associations divided themselves almost equally between three situations:

- ▶ They have more suitable volunteer-applicants than available responsibilities.
- ▶ They do not have enough qualified candidates to fill available slots.
- ▶ They have a good balance of capable people and open positions.

*continued on page 8 >*

**“...willing members who are turned away for lack of available opportunities are less likely to engage.”**

This creates two distinct challenges. On one hand, willing members who are turned away for lack of available opportunities are less likely to engage. As one association professional explained, “We have more people asking to volunteer than we have room for, and this creates bad feelings. We need to find a way to leverage their skills without creating too many committees.” On the other, associations that lack a full roster of volunteers with the qualifications and level of commitment required can see their effectiveness hampered.

#### **There's room for improvement.**

Associations gave themselves lower grades when it came to their capacity to consistently evaluate the experiences of their volunteers—information that could help their overall volunteer management in the long run. Many saw room for improvement in their recruitment of people who represented the industrial and demographic diversity of their associations.

#### **NEXT STEPS**

The ASAE Foundation is continuing its research on the interaction between associations and their volunteers. The next phase of Achieving Mutually Beneficial Volunteer Relationships will examine trends in volunteer management using information furnished by participating organizations. The study will culminate in a comprehensive audit of key performance metrics, which associations can use to evaluate how their volunteer strategies stack up against their peers.

*Reprinted with permission. Copyright, ASAE: The Center for Association Leadership, April 2016, Washington, DC.*



## **Get the Best From Volunteers**

**A new study sheds light on how to help your valued volunteers succeed and feel fulfilled in the work they do for you. How? Treat them more like your staff.**

Volunteers are essential to the health of associations, but how well do associations keep their hearts pumping? A new study suggests that treating volunteers more like staff members—providing more preparation, guidance, and especially feedback—can help associations slot better volunteers into more appropriate roles.

The study, Achieving Mutually Beneficial Volunteer Relationships, conducted by the ASAE Foundation with Mariner Management and Whorton Marketing & Research, reports that association volunteers carry a heavy load: Between 20 and 25 percent of an association's work hours are supplied by volunteers, says Peter Houstle, Mariner Management CEO. However, associations often dedicate few staffers to coordinate those volunteers—a mean of 2.5 FTEs, according to the report, usually distributed across multiple employees and often as secondary responsibilities.

Small wonder nearly a third of associations say they have volunteers who aren't suited for their roles. “We have people who raise their hands, but if we haven't developed jobs they can do, regardless of how many staff we have to support that, it's like they raise their hand and there's nothing for them to do,” Houstle says.

One way to start closing that gap, says Mariner Management President Peggy Hoffman, CAE, is to use the same kind of HR tools with volunteers that associations use with their staffs—in particular, associations should establish volunteer job roles and assess performance.

“The problem is that the system doesn't really evaluate the volunteer, the individual,” Hoffman says. “We don't do what we do with paid staff. We have an HR situation, and we need to apply good HR principles.”

**“We have jobs that are poorly designed in the first place.”**

The study suggests volunteers are hungry for that kind of clarity: 38 percent of volunteers surveyed said they want clearer expectations, and 32 percent said they want more feedback. That feedback ought to be a two-way street, Houstle says: Staff should also listen to whether the volunteers find their roles meaningful and responsive to the association's current needs.

“We have jobs that are poorly designed in the first place, so we bring people in to do the job that's poorly designed and they do a poor job,” he says.

Beyond asking volunteers for their feedback, Houstle recommends that association leaders learn more about structuring their volunteer programs by getting involved themselves. Many staffers “don't have a visceral understanding of what it means to be a volunteer in the first place,” he says. “I think that would probably change for many the way they view volunteers generally and the way they manage volunteers.”

*Reprinted with permission. Copyright, ASAE: The Center for Association Leadership, December 2016, Washington, DC.*

#### **ABOUT THE AUTHOR**

**Mark Athitakis** is a writer, editor, critic, blogger, reporter, and essayist. Learn more at [markathitakis.com](http://markathitakis.com).

## HEALTH CARE CORNER



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## SURVEY PRIZE WINNER

Congratulations to **Robin Schmitz**, Executive Director of the **VA Veterinary Medical Association**, who was the January meeting evaluation prize winner. Robin received an overnight weekend stay with breakfast and complimentary valet parking at the **Omni Richmond Hotel**.

Be sure to send us your feedback of our events by completing the evaluation surveys that come to your email. Your feedback is important to us for planning future successful events.

## CHARITY DONATION



Thank you, members, for generously purchasing raffle tickets at our February Seminar Series. As a result, \$630 has been donated to the American Heart Association in honor of our VSAE member, friend, and colleague, **Danny Mitchell**, who passed away on December 25, 2018.

## SEE WHAT PARTICIPANTS ARE SAYING ABOUT

# ASSOCIATION LEADERSHIP VIRGINIA

**ASSOCIATION LEADERSHIP VIRGINIA** is a leadership journey. During the year-long cohort-style program, participants will learn about their communication styles and how they affect their own personal leadership. They will map out a plan to achieve their goals regardless of career stage. Participants will then apply these leadership lessons as they learn about all the important aspects of running a membership association here in Virginia. See what some of this year's participants have to say about ALV:

"ALV is giving me better confidence to lead my team."

"It is a great way to focus on my own development as a leader."

"I am grateful for the dedicated time to reflect on and develop my own leadership abilities and how I can better serve my organization and its members."

"The educational programming has been phenomenal and has opened my eyes to what's possible at my association."

"Tom and Melissa are excellent in gently pushing us to challenge ourselves in our leadership journey and showing us how to apply that at work and in our personal lives."

"This program is giving me concrete tools to help me grow and my organization excel."

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# TAMING COMMITTEE REPORTS



Committee reports can use up valuable time at board meetings. Directors sit through a litany of reports and updates; the average is 15 to 17 per meeting.

Too often they start with, “Our committee didn’t really meet but I can give you an update on how we’re doing...” (There goes another 15 minutes!)

Listening to or reading reports is *not* good governance. Below we have described three ways to tame committee reports at board meetings.

## Purpose of Committees

Committees, and your committee structure, can be an asset or a detriment.

Committees are intended to support and supplement the efforts of the board and staff. They may be identified as standing committees (per the bylaws) or task forces (short term assignments). They should produce results that advance the association’s mission and strategic plan.

A productive committee will be key to moving the association forward by producing beneficial results. A rogue committee can get an organization in hot water for what they say or do.

A strong committee structure will engage members and prepare leaders. A weak committee structure can disengage and discourage volunteers, especially if meetings are poorly planned and executed or, worse yet, a call for volunteers is ignored.

## The Problem with Reports and Updates

Listening to and discussing reports uses an

inordinate amount of the limited, precious time directors have to focus on their real work—advancing the association’s mission and strategic plan, serving stakeholders, and properly using and protecting resources.

Committee reports should communicate how their recommendations and actions support or supplement the board’s work.

## Several Solutions

There are several approaches to respecting the reports without losing valuable director time.

**Consent Agenda**—Using a consent agenda is an efficient meeting practice that groups the routine reports into a single agenda item. The reports are distributed and expected to be read in advance of the board meeting.

Since most reports are for informational purposes and do not request action, the bundle can be accepted by a single motion, “to accept as distributed.” This leaves time for more substantive discussions, often saving hours.

Establish a policy for directors to ask questions or request discussion about something in a report 72 hours prior to the meeting; or, only prior to the consent agenda vote (limit allowable time).

Committee items that require action or approval can be voted on separately.

**Firm Approach**—The chief elected officer establishes non-negotiable content and deadline expectations for reports and updates and remains firm about them. Require that committee chairs submit reports by a

pre-established date and that they include only the information that you define. Ask directors to read reports before the meeting. Design consequences (that sting) for missing deadlines.

If highlights of the reports need to be heard at the meeting, require chairs to get prior approval and then set time limits, such as two minutes per report. Watch out for the report that begins with, “I just want to say...” or, “I don’t know if this is for the whole board, but...”

**Reporting Framework**—Reports, whether oral or written, can be unnecessarily lengthy. Provide a framework for committee reports, keeping in mind the adage that brief is better. Emphasize the importance of reporting only need-to-know details and those required by the association bylaws or procedures.

## After the Reports

The board of directors has oversight of committees and their progress. If a committee is not fulfilling expectations, determine why and then train, redirect, refocus, and/or reappoint. Don’t waste time hoping it will come around.

If a committee regularly submits reports that do not reflect substantive actions, it’s time to reconsider the mission or value of that committee. Perhaps it’s a standing committee that is no longer relevant, or a task force that has fulfilled its primary goal and needs to be disbanded.

Instead of mourning the loss of the committee or its members, have a plan that will immediately engage those volunteers in other committees, a new task force, or a brainstorming group.

With a healthy structure, attentive directors, and informed, engaged volunteers, association committees will be an effective tool for advancing the association’s mission.

## ABOUT THE AUTHORS

**Bob Harris, CAE**, provides free governance tips and templates at [nonprofitcenter.com](http://nonprofitcenter.com) and facilitates strategic planning on board orientation. He can be reached at [bob@rchcae.com](mailto:bob@rchcae.com).

**Dana L. Saal, CMP, CAE**, is an association coach and consultant. Learn more at [saalmeetings.com](http://saalmeetings.com).

## PARTNER HIGHLIGHT

Named America's Favorite City by a well-known travel publication, Norfolk is a city with vibrant entertainment and culture, delicious cuisine, and 144 miles of beautiful shoreline.

Groups staying in Norfolk are accommodated in a wide variety of hotels, most of which are located within walking distance of the city's downtown meeting venues, shops, restaurants, attractions, and nightlife.

## DINING

When your meeting is over, dine at Norfolk's chef-owned restaurants. Norfolk's Granby Street, also known as "restaurant row," and the historic Ghent neighborhood are teeming with talented chefs and ambitious restaurateurs. The city offers everything from vegan fare to a highly lauded seafood selection to culinary offerings from around the world. Sign up for one of Norfolk's fabulous culinary tours.

## ATTRACTIONS

Also take time to enjoy the city's attractions, historical landmarks, trendy neighborhoods, local breweries, and Virginia's first and only urban winery. Norfolk has a unique art scene including the NEON (New Energy of Norfolk) Arts District, the nationally renowned Chrysler Museum of Art, and the Chrysler Museum Glass Studio.

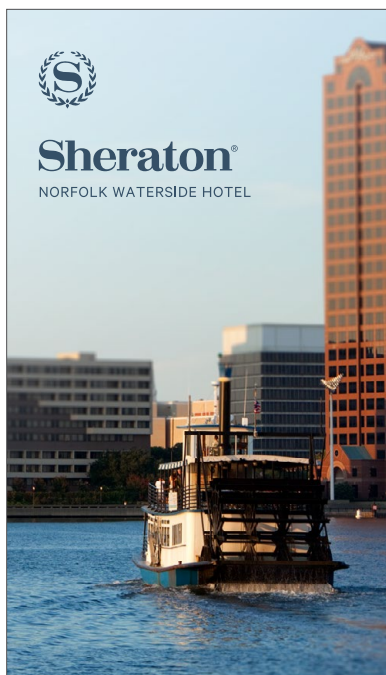
History enthusiasts can tour the Douglas MacArthur Memorial, the final resting place for General Douglas MacArthur and his wife, or Naval Station Norfolk, the world's largest naval base. Norfolk is also home to Battleship Wisconsin, one of the largest battleships in the world, which is docked in the city's picturesque harbor and has served in both WWII and the Gulf War.

VISIT *Norfolk*

The heart of the Virginia Waterfront.™



**Sheraton**  
NORFOLK WATERSIDE HOTEL

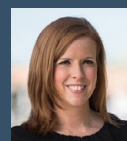


## Water on the outside, newly renovated on the inside.

With our prime location as Norfolk's only waterfront hotel, you're close to dining, nightlife, shopping and parks, and right next to the new Waterside District. All of which makes us a choice hotel.

Whether you're in town for a show, vacation, reunion or a business meeting, our location and amenities will make your stay a success.

For more information, contact Katie.



Katie Parks, Sales Manager  
757-314-1159  
Katie.Parks@norfolksheraton.com  
SheratonNorfolkWaterside.com

## WANT MORE INFO?

VisitNorfolk  
(800) 368-3097  
visitnorfolk.com

## AROUND THE COMMONWEALTH



Congratulations to the *ConventionSouth 2018* Readers' Choice Award winners. These meeting sites were nominated as having exemplary service for meetings and events by top meeting professionals who hold events in the South.

- **Arlington Convention & Visitors Service**
- **The Cavalier**
- **Chesapeake Convention & Visitors Bureau**
- **The Colonial Williamsburg Resort Collection**
- **Greater Richmond Convention Center**
- **Hampton Convention & Visitor Bureau**
- **The Jefferson Hotel**
- **The Virginian Hotel**
- **Visit Fairfax**
- **Visit Virginia's Blue Ridge**
- **Visit Williamsburg**
- **VisitNorfolk**

Honorable Mention:

- **Westin Richmond Hotel**

**Paul Howe, CAE, CF**, Executive Director for the **Virginia Forestry Association**, has been appointed to another term on the American Forest Foundation's Woodland Operating Committee,

serving as an advisor to the nation's 73,000 Tree Farmers who own and manage 19 million acres of forestland.

**Marlene Jolliffe**, Executive Director of the State Fair of Virginia and Vice President of Operations at The Meadow Event Park, was inducted into the International Association of Fairs and Expositions Hall of Fame. Hall of Fame induction is the organization's highest honor, bestowed in recognition of distinguished achievement in, or contribution to, the fair industry.

VSAE Member and Executive Director of the Virginia Association of Soil & Water Conservation Districts, **Kendall Tyree**, was recognized by Governor Northam during his recent State of the Commonwealth for the conservation of our natural resources across the Commonwealth.

### MEMBERS ON THE MOVE

**Ryan Dunn** is now the Executive Director of the **Virginia Dental Association**.

**Rachel Fessenden** is now the Sales Manager at **Quirk Hotel**.



### 2018-2019 OFFICERS

**Ray Mattes, III, CAE**  
*President*

**Duront "D." Walton, Jr., CAE**  
*President-Elect*

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## WELCOME NEW MEMBERS

### EXECUTIVES

**Wendy Hearn**  
*Alliance for Patient Medication  
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Richmond*

**Teresa Majette**  
*National Alliance of State  
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**Paul Simms**  
*Richmond Association  
of REALTORS  
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**Emily Ward**  
*United Network of  
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**Daniel Whitehead**  
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### ASSOCIATES

**Mary Kelly, CMP**  
*The Cavalier  
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**Tracey Laliberte**  
*Holiday Inn Tanglewood-  
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Roanoke*

**Janelle Loving**  
*Boar's Head Resort  
Charlottesville*

**Laurie Meacham, CMP**  
*The Broadmoor  
Colorado Springs, CO*

**Richard Mosley**  
*Greater Richmond  
Convention Center  
Richmond*

**Patti Sherbondy**  
*Four Points  
Sheraton Richmond  
Richmond*

**Shelley Simpson**  
*The Virginian Hotel  
Lynchburg*

**Melieka Wallace**  
*Richmond Marriott  
Short Pump  
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**Lauren Wolfe**  
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**Tracy Wyckoff**  
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Williamsburg*

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